417th Base Support Battalion Human Resources Plan

FY 2000-2004

**Our
Human Resource Vision:**
A Workforce that is Motivated,
Efficient, Customer-Focused
and Satisfied with their Employment in the 417th BSB

Attracting & Recruiting

Education & Training

Communication

Work and Job Design

Employee Involvement

Recognition

Well-Being & Satisfaction

"We Make a Difference"

417th BSB HUMAN RESOURCES PLAN

Forward:
Embedding the Army Performance Improvement Criteria Throughout the 417th Base Support Battalion

Over the past six years, the Department of the Army has progressively adopted the Army Performance Improvement Criteria (APIC) as a map to guide Army Installations worldwide in the pursuit of efficiency and in meeting the challenges of the 21st Century. The APIC provides a disciplined approach to addressing customer and operational requirements as well as continuous change. The 417th BSB is USAREUR's leader in the application of APIC principles in our quest for excellence in the delivery of products and services to the Giebelstadt, Kitzingen, and Wuerzburg military communities. We do this by being good neighbors, by proactive planning, strong leadership, listening to our customers, measuring how well we perform, and by constantly evaluating ourselves and our operational processes.

The 417th BSB accomplishes all of these things with its people – our Human Resources. One of the eleven core values of the APIC is Valuing Employees; challenging and mentoring them, training them, empowering and motivating them, rewarding and recognizing their service, and soliciting their advice and suggestions for planning purposes. One of the seven categories of the APIC, Human Resource Focus, forces us to annually evaluate how well we manage and develop our workforce. Whether soldier, DA civilian, local national, or volunteer, each and every employee plays a critical role in accomplishing our mission and in achieving our vision.

Divided into three areas, this plan addresses the seven key areas of Human Resource Management and their criticality to the success of our organization. It includes Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis that addresses our operational environment and the impact it has on our planning. Finally, a synopsis of our Human Resource goals and action plans is included. The plan is intended to guide managers in developing our workforce to facilitate the achievement of the BSB Strategic Goals and questions regarding its contents should be addressed to the Human Resources Key Support Process Owner (HRKSPO), the battalion Executive Officer.

Human Resources:
Key to Delivery of Quality Customer Service and Continuous Improvement in the 21st Century

Our employees are the most critical factors in the success of the 417th BSB. They are the single most important element in the delivery of quality customer service to our patrons and to achieving our Strategic Goals. The Strategic Goals of the 417th BSB are:

- Enhance Readiness & Deployment Support
- Maximize Force Protection
- Become the USAREUR Benchmark for Customer-Driven Quality of Life
- Become the USAREUR Benchmark for Youth and Single Servicemember Programs
- Improve Customer and Employee Satisfaction
- Maximize Stewardship of the Environment and Resources
- Transform to State-of-the-Art Information Management and Technology
- Revitalize Facilities and Infrastructure

Linkage and alignment are terms frequently used in the APIC; they refer to the continuum of effort from planning to execution, from leadership to priorities in the application of resources, and from stated goals to results. Nowhere is this continuum of effort more critical than in the management and development of Human Resources (HR). Leadership decisions regarding our employees, from recruiting to training, from evaluating to rewarding, should be based on the Strategic Goals, the Key and Support Processes, the mission, and the vision of the 417th BSB. Where do we need manpower the most? What do our customers require of us? What tools do the employees need to accomplish their jobs? What training do they need? How do we best solicit employee input to work design, to process design, or to long-range planning? What rewards are most appropriate and most valued by the employees? What are the needs of the employees for job satisfaction or for professional development? This publication addresses these questions systematically, employing the framework of the APIC principles.

FRANK E. WHEELER
LTC, FA
Commanding

417th BSB HUMAN RESOURCES PLAN

Human Resource System Dynamics: Pillars of the 417th BSB Human Resource Management System

The 417th BSB Human Resource Management System (HRMS) is comprised of seven pillars which support the HR Vision:

A workforce that is motivated, efficient, customer-focused and satisfied with their employment in the 417th BSB.

These pillars include:

- Attracting and Recruiting
- Education and Training
- Communication
- Work and Job Design
- Employee Involvement
- Recognition
- Well-Being & Satisfaction

As a system, these pillars work cyclically, with extensive inter-relationships.

HR Management System Cycle

A new employee enters the cycle as they are hired or promoted to a new position. Each is trained and educated according to the job requirements. Records are kept and information is communicated to leaders and employees through a variety of methods. Employees are involved in planning and changes through several means; sometimes jobs are redesigned or processes are changed to meet changing missions or customer demands. The well-being and satisfaction of the workforce is measured and reinforced by managers and supervisors. The efforts of our employees are recognized through awards, evaluations, or mentoring. Sometimes, the recognition comes as an employee leaves the organization, and the cycle is renewed as a new employee is recruited and hired. Interrelationships between system components offer opportunities to capitalize on force multipliers. For example, offering education opportunities to a motivated employee can quickly be used by a supervisor to increase employee involvement in planning or in the service design process. That same education opportunity usually increases employee satisfaction, which in turn motivates the employee to become more involved and more productive. Recognition and positive

reinforcement also serve to catalyze employee involvement and employee satisfaction. As leaders, we must constantly be aware of the dynamics of the HR System and its components. By focusing on the vision statement and customer-driven quality, we can consistently achieve excellence in service.

The vision of the 417th BSB is:

The Army's Base Support Leader, committed to anticipating and responding to our customers' needs. A team of quality soldiers and civilians:
- **Committed to the Army Values**
- **Contributing to balanced readiness**
- **Providing wholehearted stewardship of resources and the environment.**

Meeting the challenges of today…tomorrow…and the 21st Century.

With this vision, and the mission given to us by the 98th ASG, we developed strategic goals for the BSB to ensure a long-range view of the future and to ensure a focus on customer requirements and performance over time. These goals are used to develop action plans, or roadmaps to achieving the goals. Similarly HR goals and action plans have to be developed to support the achievement of the Strategic Goals. The HR goals are divided into component categories. The seven identified pillars collectively make up the HR System for the 417th BSB. This booklet will address each pillar, in turn, and describe the dynamic relationship of each to the other.

Attracting and Recruiting

The caliber of the people that an organization hires is one of the most important determinants of its success. In other words, finding and hiring the right people for the job is the cornerstone for continuous improvement in the BSB.

Managers and leaders use PERSACTS, SIDPERS, and other automated systems to access and track hiring actions, pursue career advancement, manage employee actions, and maintain critical HR databases. Current and potential employees use the Internet and the automated RESUMIX System to learn about and compete for jobs. Before announcing a vacancy, supervisors should identify key characteristics required for a particular job so that referral lists

are provided listing those candidates most qualified for the positions.

The 417th BSB has become highly proactive at selecting the best candidates for managerial and senior leadership positions. For grades GS-9 (or equivalent) and above, selection boards are assembled from members of the primary staff, customers, partners and suppliers who identify and prioritize the most important criteria, evaluating, and recommending the most qualified applicants accordingly. With the help of the Civilian Personnel Assistance Center (CPAC), we conduct periodic job fairs, where applicants are rated and hired on the spot, in order to fill positions historically difficult to staff.

We ensure that the diversity of our workforce reflects that of our community through the execution of the annual Affirmative Employment Plan (AEP). This plan identifies weaknesses or disparities in minority hiring, and develops action plans to correct them. Additionally, the Equal Employment Opportunity (EEO) and Equal Opportunity (EO) offices sponsor a large number of ethnic and cultural observances, events, and seminars throughout the year to celebrate the diversity of our workforce.

Education and Training

Due to turnover and process changes, continuous Education, Training, and Development (ETD) of our workforce is critical to maintaining optimum performance across the 417th BSB, particularly in the areas of computers, leadership development, customer service, Total Quality Management (TQM), and regulatory compliance. In order to ensure that these training needs are met, and that their related costs are minimized, we have designed and implemented Individual Development Plans (IDPs), which all civilians, GS-5 (or equivalent) and above must complete. This approach serves two purposes. First, we are able to identify common training needs and validate the creation and convening of classes locally, rather than send our employees to other locations at a much greater cost. Secondly, the database that stores this information acts as a monitor, to determine the rate at which our training needs are being met.

Additionally, the 417th BSB Systems Administrator maintains a computer classroom where any employee within the organization can receive professional training in everything from basic computer techniques, to job-specific software utilization, at little or no cost. We place great emphasis on programs where our staff are trained to provide the same courses to our own employees. For example, we have trained six people to provide Leadership Education and Development (LEAD), 12 to provide APIC and eight to provide Consideration of Others (CO2) training. Individual Development Plans serve another purpose as well. Accomplished in conjunction with their performance rating schedule, supervisors and employees have the opportunity to identify both the skills necessary to accomplish annual objectives, and the courses necessary to advance in their career fields. Our approach to ETD is evaluated at least annually by the HRKSPO and the HRPAT, using feedback from our internal Customer Information Channels (CIC).

In the development of IDPs, the Strategic Goals and objectives of the 417th BSB must be considered, as well as the skills necessary for our employees to perform assigned duties, and the training necessary for career progression. Collectively, the IDPs identify mandatory and desired training which together, assist in developing our Strategic Training Plan (STP), used to allocate training resources for the coming Fiscal Year.

We evaluate our approach to ETD using three different criteria: reaction, learning, and results. Reaction is gauged by both formal and informal surveys, focus groups, and our Employee Climate Index (ECI). Learning is measured by post-course testing, as we do with many of our computer courses, or by role-playing to evaluate the effectiveness of customer service or Effective Briefing Techniques courses.

We further evaluate the effectiveness of training through other business results, for example, the proportional increase in customer satisfaction as the number of employees receiving customer service training increases.

Communication

Due to the geographic dispersion of the 417th BSB, good communication between the Commander, the Executive Staff, the Area Support Team (AST) Commanders, the Directorates, and individual employees is critical to our success. As a constant reminder to share information, the question "Who Else Needs to Know?" is painted above the door in our conference room. To tackle this challenge, we have many tools in place to ensure effective information dissemination across work units and locations within the battalion (Figure 1-1).

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Media Used	Purpose	Senior Management	Management/ Supervisors	Front-Line Employees
DCG Report	Disseminate Info on Community Events	X	X	X
Electronic Bulletin Board	Disseminate Info on Community Events/Job Opportunities/Work Group acoomplishments	X	X	X
Crusader	Info on Community Events	X	X	X
Expanded Staff Calls	Sharing of Info for Cooperation and Collaboration on Projects, Challenges, Best Practices and General Information	X	X	
Mystery Information Program	To Ensure that Items/Events of Interest are Disseminated to Lowest Levels of the Organization	X	X	X
Team Concept (PATs and KPTs)	Cross Functional and Pan Organizational Teams Working Toward the Same Objectives	X	X	X
Quality Management and ACOE Training	Valuable Training which Teaches Cooperation/Communiation and Collaboration for the Good of the Entire Organization	X	X	X
New Employee Orientation	Introduces all the Agencies within the Organization and how they Function Together	X	X	X
Employee Townhalls	Addresses Employment Issues of Interest and Importance to all Employees	X	X	X

Figure 1-1

Most effective is the team approach to almost everything we do within the 417th BSB, as it promotes work units to share expertise rather than look at each other as competitors.

Additionally, the Customer Feedback Committee (CFC) is evolving into a standing committee to monitor employee feedback trends and review the effectiveness of communication within our workforce.

Work and Job Design

Thoughtful and effective work and job design promotes cooperation, individual initiative, innovation and flexibility within our organization, which helps us to keep current with evolving business needs. But most importantly it allows us to do more with less, adapting to our environment of highly prohibitive resourcing. In order to be successful in this area, managers and senior leaders should focus on these four primary concepts and make every effort to apply them to daily operations:

Teamwork: About 60% of the time, management does not make the best decision. Better decisions are made by teams, especially teams who know the work in detail (workers and customers).

Empowerment: No one understands customer or process requirements better than those who deal with them directly and on a daily basis. Making it easy for our workforce to contribute to organizational improvement promotes both employee satisfaction, as well as the effective and efficient use of valuable resources.

Flexibility: With most agencies of the BSB understaffed, and with the crippling amount of time that it takes to fill some vacancies, we cannot afford to be inflexible. Cross training should be a top priority for all BSB activities and managers must continuously evaluate the effectiveness of traditional organizational structure, developing new ways to accomplish assigned work.

Involvement: Involving employees in the execution, analysis and improvement of work processes will always lend itself to overall organizational improvement.

Employee Involvement

The key to improving our organization is involving the entire workforce in the process. This includes encouraging and empowering people to be creative and make decisions that will promote process improvement and customer satisfaction. The ultimate objective is to encourage innovation and initiative to the degree that improvement is organic to the way we do business. To facilitate this, senior leadership of the BSB encourages training and employee development, discourages zero-defects managerial policies, solicits input from the workforce through several different mechanisms

and rewards "out-of-the-box" problem solving and process management.

Recognition

A high performance work system includes mechanisms for rewarding the desired behavior and results from employees. Rather than rewarding only longevity, seniority or short term results, all monetary and honorary awards should be intuitively linked to job performance, particularly as they relate to the Vision and Strategic Goals of the BSB, Total Quality Management (TQM) principles and customer satisfaction. In all cases, the 417th BSB deploys an effective blend of short-term (On the Spot), long-term (for Sustained Superior Performance), financial and non-financial awards that effectively drive performance. Further guidance on types of awards can be found in the 417th BSB Awards SOP.

Perceived fairness of awards and recognition is our key indicator of the success of the program, and is reviewed at least semi-annually by the HRKSPO and the Human Resources Process Action Team (HRPAT).

Well-Being & Satisfaction

Workplace health and safety is one of the 417th BSB senior leadership priorities. With the establishment of the Health Promotions Council (HPC) we aim to improve not only the general health of the workforce, but to improve workplace safety and to take a preventive approach to health, work-related hazards and accidents. The Commander's top priorities in order of importance are Alcohol and Drug Abuse, Mental Health, (Stress and Depression), Domestic Violence, Nutrition and Exercise, and Tobacco Usage. Further, routine work safety classes are offered by both the Safety and Environmental Offices, or scheduled as needed.

Additionally, the BSB provides many programs and benefits that enhance the work climate of our employees. Tailored to the needs of all workforce segments, Figure 1-2 illustrates just some of these benefits.

The Commander's policy with regard to workforce diversity is, "Every commander, manager, supervisor, and employee is responsible for creating and maintaining a work environment free from sexual harassment, and discrimination based on race, sex, religion, age, color, national origin, disability or reprisal." The Equal Employment Opportunity Office is the primary agency responsible for ensuring that this policy is adhered to, and that diversity in the workforce is not only celebrated, but also reflected in the population of our community.

The HRKSPO and HRPAT are responsible for determining key factors that affect the well-being and motivation of our workforce. This is accomplished by aggregating employee feedback through our many information channels, particularly written comments on the Employee Climate Survey (ECS) and concerns addressed during Employee Townhall Meetings. These factors, as prioritized by the HRPAT are:

- Effective Leadership
- Adequate Logistical Support
- Pleasant Work Environment
- Feeling of Empowerment
- Fair and Equitable Awards and Recognition
- Appropriate Training Opportunities
- Feeling of Team Membership
- Timely Counseling and Evaluations

Program/Benefit	NAF	AF	LN	Military
Stress Management Courses	X	X	X	X
Tobacco Cessation	X	X		X
Nutrition Education	X	X		X
Physical Fitness Programs	X	X		X
Drug and Alcohol Prevention Programs	X	X	X	X
Family and Individual Counseling	X	X		X
Army Career Alumini Program				X
Consumer & Financial Advisory Program	X	X		X
Religious Counseling & Spiritual Fitness	X	X		X
Child Care	X	X		X
Family Leave	X	X		X

Figure 1-2

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Strengths, Weaknesses, Opportunities and Threats

	Weaknesses & Threats	Strengths & Opportunities
Attracting and Recruiting	*Resumix is not user-friendly *PERSACTS actions continually late *Military fill rate is very low (70%) *Child care and blue collar positions increasingly difficult to recruit and retain *Continual threat of downsizing *Poor advertising of vacancies	*Job fairs are highly productive *PERSACTS speeds up recruitment actions *Newly developed incentives for the recruitment and retention of child care workers
Education and Training	*Mission often overrides training *Available TDY funds are highly restrictive *Require more higher level management training *Turnover is such that it is cost prohibitive to train many employees *Low attendance in mandatory classes	*Individual Development Plans are viable tools to ensure employees receive necessary training *Highly successful in bringing CHRMA classes to the area to avoid TDY costs *Career mentoring sessions ensure that upper-level management is aware of necessary training *Two viable training facilities and a computer classroom *On-staff trainers for classes in great demand
Communication	*Poor in many areas due to geographic dispersion *Many employees do not have e-mail *Employee Climate scores are very low *Many managers assume that there is no requirement for certain staff members to be informed	*Senior leadership "Open Door Policy" *Employee Townhalls are effective *BSB bulletin is effective in getting information out *New Employee Orientation provides new staff members the opportunity to know where to go for what information
Work and Job Design	*Little cross training *Many job descriptions are outdated *Many identified inefficiencies need to be streamlined *USAREUR and DA standardization of job descriptions could be detrimental *Significant requirement for overtime hours with little funding to support	*MEO study identified many inefficiencies *Managers are beginning to update job descriptions *Consolidation of activities *Approval levels being lowered
Employee Involvement	*Empowerment scores are low on Employee Climate *Many complaints of "micro-managing" *Low levels of risk taking *Some supervisors can't "let go" *Lower level staff do not participate in goal development	*Empowerment ECI has gone up in the last three years *Powering down of signature and decision making authority *Team approach is widely utilized *APIC training is effective in teaching managers how to "let go" *No "Zero Tolerance" policy
Recognition	*Inconsistency in award equitability *Need more non-traditional awards *Need higher nomination rates for USAREUR level awards *Low ECI scores for equitability *Few team awards	*Quarterly awards ceremonies are staunchly supported by leadership *PERSACTS makes it easier to give awards *Tracking of awards discourages inequitability *New types of awards are being developed
Well-Being and Satisfaction	*Inadequate supplies and equipment *Employee Climate Survey results are not fully utilized to promote well-being and satisfaction *CPAC ECI extremely low	*EEO mediation and focus groups *No formal EEO complaints *ECI continues to improve in most areas

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Goals and Action Plans

	2002 Goal	2004 Goal	Action Plans
Attracting and Recruiting	Continue to Develop and Provide Incentives for the Recruitment and Retention of Hard to Fill Positions	Continue to Develop and Provide Incentives for the Recruitment and Retention of Hard to Fill Positions	Promote Supervisory Exit Briefs, Focus Groups with Current Employees, In-Briefs and Develop Improved Ways to Advertise Vacancies
	Prioritize Recruiting Actions to Optimize Hiring Efforts	Review Prioritization Process Annually	Develop Prioritization Scheme, Identify Problem Areas and Work with CPAC to Develop Awareness of Priority Actions
	Train 90% POCs in PERSACTS	Train 90% POCs in PERSACTS	Conduct Analysis of Staff Requiring Access, Increase Number of Personnel with PERSACTS Access, Make Training Mandatory as Reflected in Support Forms
	100% Workyear Utilization	100% Workyear Utilization	Reduce Hire Lag, Continuously Identify Shortfall Areas and Temporary Requirements
	75% Family Members to Total Strength	75% Family Members to Total Strength	Improve Advertisement of Vacancies to Family Members, Ensure Priority is Given to Military Spouses for New Requirements in Lower Grades
	Compensate for Military Fill Rate Shortfalls	Compensate for Military Fill Rate Shortfalls	Augment Shortfalls in Military Manpower with Temporary Civilian Overhires where Critical, Increase Tactical Commander Awareness of Requirements
	Reduce Hire Lag by 25%	Reduce Hire Lag by 50%	Increase Number of Staff with PERSACTS Access, Ensure Priority Lists are Forwarded to CPAC, Continue Job Fairs and the Offering of Incentives for Retention
Education and Training	70% Employees Have IDPs	80% Employees Have IDPs	Include Fulfillment of Training Requirements Identified in IDPs on Individual Support Forms
	75% Fulfillment of Mandatory Training	85% Fulfillment of Mandatory Training	Promote On-Site Training to Prevent Mission Interference, Create Civilian Personnel Database to Monitor and Enforce

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Goals and Action Plans

	2002 Goal	2004 Goal	Action Plans
	80% Fulfillment of Basic Supervisory and LEAD Training	90% Fulfillment of Basic Supervisory and LEAD Training	Ensure that Requirements are Identified in Individual Development Plans, Conduct 2nd Iteration of Supervisory Training Assessment, Promote Train-the Trainer Teaching
	100% Career Mentoring for all GS-11 and above	100% Career Mentoring for all GS-11 and above	Proactively Plan Sessions with Appropriate Staff on Annual Basis
	Improve Training ECI to 3.2	Improve Training ECI to 3.4	Promote the Fulfillment of IDP Requirements through Inclusion on Support Forms, Increased Command Emphasis on Providing Opportunities for Fulfillment of Requirements, Continue Locally Available Training
	Continue to Provide CHRMA Classes on Location	Continue to Provide CHRMA Classes on Location	Proactively Plan Requirements through Informal Training needs Assessment, Promptly Forward Requirements to CHRMA, Ensure all Scheduled Classes are Filled
Communication	Develop Employee Handbook	Review and Develop 2nd Edition of Employee Handbook	Field Outline To Appropriate Staff Agencies for Review/Input, Final and Subsequent Reviews by the STAR and HRKSPO
	95% New Employees Receive Orientation	100% New Employees Receive Orientation	Promote Orientation Through Supervisors, Track through Human Resources Databank Once Developed, Follow-Up with Employees Who Did Not Receive the Training
	Improve Communication ECI to 3.2	Improve Communication ECI to 3.4	See Below
	60% Mystery Information Accuracy	70% Mystery Information Accuracy	Continue to Conduct Mystery Information Surveys Quarterly at a Minimum, Publish Results to Primary Staff, Isolate Problem Areas and Work with Individual Supervisors to Correct Problems
	Provide E-Mail to 20% Remaining Need	Provide E-Mail to 40% Remaining Need	Identify Employees Needing E-Mail Accounts, Hard and Software Requirements, Proactively Pursue Funding to Correct Shortfalls

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Goals and Action Plans

	2002 Goal	2004 Goal	Action Plans
Work and Job Design	Complete Review of MEO Efficiencies	Implement Accepted MEO Efficiencies	Continue to Keep Workforce Involved in the Study Relative to its Outcome, Identify Acceptable Efficiencies and Charter Teams to Implement More Involved Changes
	Review and Update 50% Job Descriptions	Review and Update 100% Job Descriptions	HRKSPO Provides Guidance as to Update of Descriptions and Includes in the Support Forms of Supervisors
	Improve Work/Job Design ECI to 3.2	Improve Work/Job Design ECI to 3.4	See Above Goals and Action Plans for this Pillar
	Continue to Promote Team Approach to Work Accomplishment through Process Action Teams and Special Committees	Continue to Promote Team Approach to Work Accomplishment through Process Action Teams and Special Committees	Develop Team Awards, Include Importance of Teamwork in Supervisory Counseling Sessions, Ensure that Teams are Comprised from all Levels of the Organization
Employee Involvement	Continue to Promote Employee Involvement in the Strategic Planning Process	Continue to Promote Employee Involvement in the Strategic Planning Process	Solicit Input Prior to Strategic Planning Conference, via APIC Training, Field Input through Directors, Encourage KPTs and KSPOs to Include Many Levels in Preliminary Planning Sessions
	Increase Involvement ECI to 3.2	Increase Involvement ECI to 3.4	Continue APIC Training, Counseling Sessions for Managers Should Include Discussion of Empowerment and Involvement and its Overall Importance to the Organization
	25% Average Increase in Employee Townhall Participation	35% Average Increase in Employee Townhall Participation	Ensure that Written Inquiries are Responded to in a Timely Manner, Seek Better Ways to Promote Townhalls, Offer Special Sessions for German Speakers and Child Care Workers
	90% Supervisors are APIC Trained	95% Supervisors are APIC Trained	Continue Annual APIC Training, Enforce Through Individual Development Plans, Performance Counseling and the Human Resources Databank Once Developed
Recognition	Achieve 35% Recognition Equitability	Achieve 30% Recognition Equitability	Track Ratio of Monetary Awards to Number Receiving Them, Target Problem Areas and Work with Individual Supervisors to Correct

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Goals and Action Plans

	2002 Goal	2004 Goal	Action Plans
	Improve Recognition ECI to 3.2	Improve Recognition ECI to 3.4	See Above
	Fully Implement the STAR Award	STAR Award is Reviewed and Modified as Necessary	Task STAR with Development of the MOI and Criteria for the Award, Advertise/Promote Award Throughout all Levels of the Workforce
	Fully Implement Employee of the Quarter/Year Awards	Employee of the Quarter/Year Award is Reviewed and Modified as Necessary	Task Customer Feedback Committee with Development of Criteria and Implementation of Program
	Awards Committee Develops Criteria for Team Award	Team Award is Reviewed and Modified as Necessary	Reactivate the Awards Committee to Develop Criteria and Review Schedule
	Continue to Promote Nominations for USAREUR CG Awards	Continue to Promote Nominations for USAREUR CG Awards	Increase Awareness of Awards, HRKSPO Makes Nominee Recommendations to Directors and Key Process Teams/Support Process Owners
Well-Being and Satisfaction	Improve Overall ECI to 3.2	Improve Overall ECI to 3.4	See All Goals and Action Plans Above
	Improve Focus Group Results to 7.0	Improve Focus Group Results to 7.2	See All Goals and Action Plans Above
	Reduce Complaints to Command to <8	Reduce Complaints to Command to <5	Promote Mandatory Supervisory and APIC Training for Managers, Isolate Problem Areas and Conduct Counseling/EEO Sensing Sessions for Persistent Problems
	Fully Implement to Recommendations of the Health Promotions Council	Continue to Implement Recommendations of the Health Promotions Council	Ensure Maximum Participation of all Council Members, Charter Subsequent PATs, and Ensure Frequent Command Review of Progress

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Goals and Action Plans

	2002 Goal	2004 Goal	Action Plans
	Complete 60% Asbestos and Radon Abatement	Complete 100% Radon and Asbestos Abatement	Program Surveys in Environmental Program Requirements (EPR), Program Abatement Projects in EPR
	Maintain EEO Complaint Resolution Rates	Maintain EEO Complaint Resolution Rates	Ensure TIPOSH Initial and Refresher, C02 Classes Receive Maximum Participation, Continue EEO Sensing Sessions for Persistent Problems
	Involve STAR in Analyzing Results of the Employee Climate Survey	PATs are Chartered to Correct Recurring Problem Areas	Isolate Problem Areas within Specific Directorates, Conduct Focus Groups and Develop Corrective Action Plans Accordingly